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Executive Registry

76-8184

26 July 1976

MEMORANDUM FOR: Mr. James H. Taylor

Jim:

1. I am very sympathetic to our mutual concern that we are good at identifying the issues and not too hot at figuring out what specifically to do about them. I have until now purposely avoided trying to take a position in connection with any of the issues. But, I think the time has come when I should move in that direction so that the efforts can be more focused on one angle or another.

2. The attached list is designed to accomplish two things. First of all, to cull out from our lengthy list those things I would put at the top. Secondly, you will notice that there is a sort of cast to the items as described and that cast should help point in a given direction.

3. Now, as for the question of balance and how to get at the DDO. My thoughts go along the following lines. We have a pretty good idea of what the DDI and DDS&T foresee as their needs for the production area. [REDACTED] will no doubt be articulating this and asking for something more as a way of moving into the future. The rest of DDS&T is probably at crossroads with its future dependent upon how we define ourselves and our future roles. The DDA has some expansion required in such areas as training, ADP, etc., but I would hope that we can find ways to reduce DDA in rough measure along with the DDO. The DDO should be examined in particular as to its overhead, not only the 25X1A numbers of people here at Headquarters and in such cynosures as the management staffs, etc., [REDACTED]

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[REDACTED] At the same time, we need to do something about weighing the effectiveness of DDO operations, particularly collection.

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Approved For Release 2001/11/20 : CIA-RDP79M00467A000400070002-9

4. To me this boils down to scrubbing the DDI and DDS&T requests for analyst support; moving quickly to defining DDS&T roles, particularly in R&D; finding ways to hooking DDA reductions to DDO cuts; critically reviewing DDO overhead; and looking over the DDO's shoulder making judgment about effectiveness and doing this latter thing by analyzing the DDO's own evaluation data.

5. I still have not given you many specifics on how to go about doing these jobs. I frankly must leave the specifics and details to you to devise. Use outside support if necessary to give a hand.

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[REDACTED]
E. H. Knoche
DDCI

Attachment:
As Stated

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1. We need to know our identity. How does CIA adjust and define its roles and missions in light of new arrangements to make distinctive and separate the two DCI functions of Community coordinator and Agency head? Do we expand or add to our common-concern functions? Do we reassign to others some of our work [REDACTED] 25X1A
[REDACTED] ? Should the COS role be revised? And how do the General and Legislative Counsels serve DCI-ICS and DCI-CIA?
2. We need a planning and evaluation capacity to:
 - proceed from our estimate of future international prospects and problems.
 - set goals and objectives.
 - fix strategies and timetables for reaching those goals and objectives.
 - evaluate performance.
3. We need to ensure our resources (personnel and funds) are properly balanced among Agency functions. (The essential Agency functions are collection, processing, analysis and production, assisted by support elements, R&D and covert action. What review layers can be reduced or removed in DDI? How much overhead support is required in DDO (and how much can be reduced)? [REDACTED] 25X1A
[REDACTED] ? In all directorates, are there any programs we can terminate? What new programs would we like to create?)
4. There needs to be a capacity to do interdisciplinary analysis and production, starting with the USSR and China. What kind of organization, resources and processes are required to accomplish this?
5. There needs to be development of processes and equipment to permit multi-media presentation of intelligence products.
6. There should be a follow-on to [REDACTED], a system that would provide:
 - the search capacity of [REDACTED] 25X1A
 - the resolution of [REDACTED]

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--the new real-time capability of [REDACTED]

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- [REDACTED]
- [REDACTED]
- 7. We must plan new space and reallocate existing space to employ space as an incentive to better work.
- 8. We need to agree on ways to tighten internal oversight without discouraging innovation.
- 9. We need to know whether we gain or lose by centralizing R&D, ADP and personnel policy. In the case of all three, we must ensure relevancy to operational needs.
- 10. We need to revise terms of the FOI and Privacy Acts. Quantify the workload, define the wrongs. Devise a better internal system to calculate pros and cons in responding to external requests for information.